

WHITE RIVER STATE PARK DEVELOPMENT COMMISSION AGENCY OVERVIEW

In 1979, the Indiana General Assembly created the White River State Park Development Commission (WRSPDC) to develop and operate White River State Park (WRSP). Enhancing the health and well-being of visitors is the mission of the Park, providing cultural, entertainment, and recreational benefits to millions of Indiana citizens and visitors from all over the world.

Mission Statement

1. To develop on the banks of the White River in the State's Capitol city an urban park of unique character that:
 - Captures the history and traditions that have marked Indiana's growth and development;
 - Provides an aesthetic gathering place that celebrates the State's natural endowments;
 - Creates new recreational, cultural, and educational opportunities for the general public; and
 - Contributes to the economic well-being of the State.
2. To provide continuity in the development process for the Park and to establish an environment that can attract investment and commitment.

Park Attractions and Tenants

The Park owns over 250-acres of property on the east and west sides of the White River in downtown Indianapolis. The list of Park attractions, tenants and features includes:

Open Areas

- Celebration Plaza and Amphitheater
- Children's Maze
- Historic Central Canal (West Street to White River)
- Historic Military Park
- Historic Old Washington Street Pedestrian Bridge
- Historic Pumphouse Amphitheater
- Historic Pumphouse Island
- Indiana State Museum Lawn
- Terraced Gardens
- The Governor's Lawn
- The Old National Road (Historic U.S. 40)
- The Oval

White River Promenade and Amphitheater

Tenants

Eiteljorg Museum of American Indians & Western Art
IMAX® Theater (inside Indiana State Museum – Park operated)
Indiana State Museum
Indianapolis Zoo & White River Gardens
Victory Field (Indianapolis Indians Baseball)
NCAA® Hall of Champions
NCAA® Headquarters
National Federation of State High School Associations
National Institute for Fitness & Sport (on Indiana University owned land)

Other Attractions/Features

Congressional Medal of Honor Memorial
Dr. Frank P. Lloyd, Sr. Visitor's Center
The Lawn at White River State Park (Concert Venue)
The WISHARD Growing Places Indy Slow Food Garden
Sculptures in the Park
Historic Canal Walk
Historic Pumphouse (Park Office)
Historic Shelterhouse
Indiana Cross Country Arena | Hoosier Heritage Nature Trail
The NCAA® Woman of the Year Legacy Flower Garden
Bike Indy | Wheel Fun Rentals (Specialty bike rentals)
Segway of Indiana, LLC (Segway tours)
Indianapolis Cultural Trail

Summary of Park Functions and Programs

(1) PARK DEVELOPMENT

NCAA® National Headquarters Expansion Project

In fall 2012, the NCAA® will break ground on a tree-lined promenade between the NCAA National Headquarters and the National Institute for Fitness & Sport. This attractive walkway will serve as a prominent connector to the IUPUI campus. Currently the promenade connector is in development, design, and review phases.

WRSP Underground Parking Garage

In spring 2012, WRSP initiated the RFP process to upgrade the current parking facilities to a 24-hour, fully-automated system with remote access parking management. This development will enable the Park to capture revenue 24-hours a day and eliminate the day-to-day need to have a physical person in place to collect payments.

White River State Park Foundation

In March 2012, Governor Mitch Daniels signed Indiana State Bill (SB) 0362, which authorizes the WRSPDC (commission) to establish a nonprofit subsidiary

corporation to solicit and accept private funding. SB 0362 provides that the voting members of the commission and any other directors that the commission appoints are the members of the board of directors of the subsidiary corporation.

Indianapolis Cultural Trail: A Legacy of Gene & Marilyn Glick

The Indianapolis Cultural Trail: A Legacy of Gene & Marilyn Glick is a world-class urban bike and pedestrian path that connects neighborhoods, cultural districts and entertainment amenities, and serves as the downtown hub for the entire Central Indiana Greenway System.

Currently the five (5) downtown cultural districts connected by the Indianapolis Cultural Trail include Fountain Square, Indiana Avenue, Mass Ave, White River State Park & Historic Central Canal, and the Wholesale District. The Cultural Trail will also connect with the Monon Trail, allowing easy access to Broad Ripple Village district to/from downtown for visitors.

The Indiana Avenue segment (north of the Park) connects IUPUI with White River State Park and Historic Central Canal segment along Blackford Street and Historic Military Park. Upgrades along this segment included lighting, pavers, signage, trees, and more. The Cultural Trail continues south and then veers east along The Old National Road (Historic U.S. 40) brick pavers outlining the Indiana State Museum and Eiteljorg Museum along Washington Street. The project will connect east across West Street along the southern outline of the Indiana Government Center along West Washington Street.

The Cultural Trail is made possible by a large public and private collaboration led by the Central Indiana Community Foundation, the City of Indianapolis, and several not-for-profit organizations devoted to building a better city.

(2) ACTING AS LANDLORD TO PARK TENANTS

The tenants have no material rent obligations. The WRSPDC owns the three NCAA® and National High School Federation buildings, and is responsible for all building exterior maintenance. We work with all tenants to assure that Park guests have positive experiences.

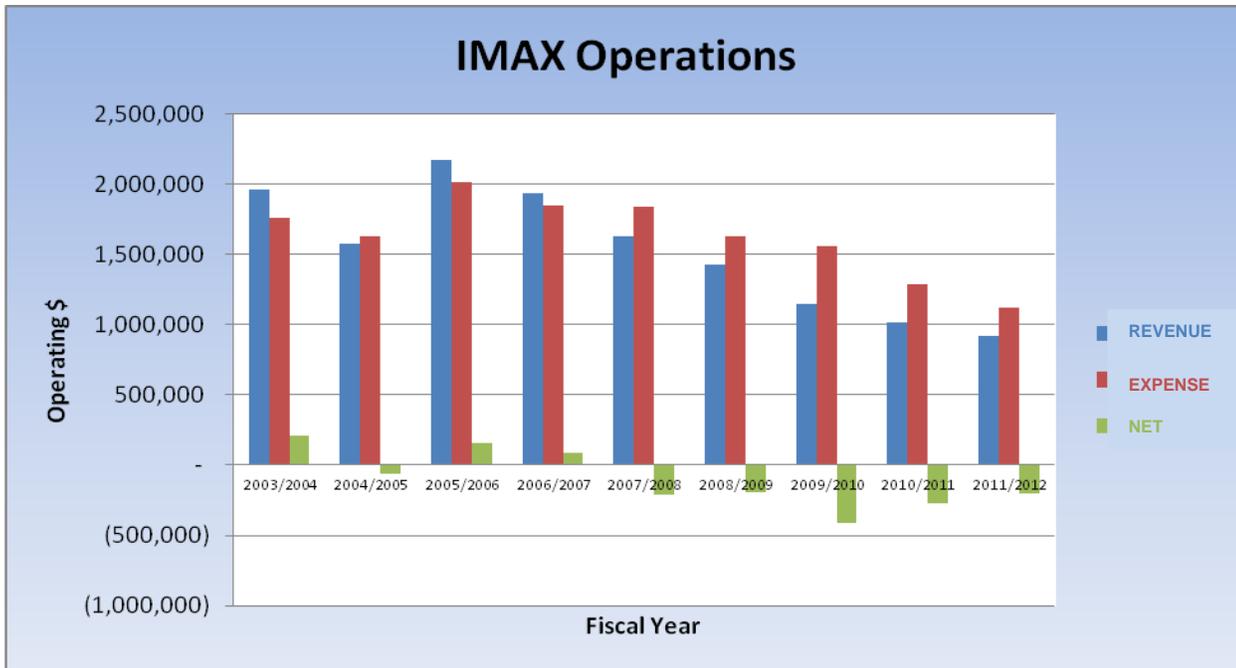
The chart below documents over 3.2 million visitors to Park attractions and events in 2011. Based on these numbers and the number of people who simply visit for recreation, we believe it is reasonable to estimate that between 3.4 and 3.9 million people visit White River State Park each year.

White River State Park 2011 Park Attendance	
Attractions Events	Attendance
Bike Indy Wheel Fun Rentals	40,000
Eiteljorg Museum	141,131
IMAX® Theater	96,011
Indiana Cross Country Arena/Hoosier Heritage Nature Trail	16,900
Indiana State Museum	248,616
Indianapolis Zoo/Gardens	1,013,729
The Lawn at White River State Park Concerts	54,200
NCAA® Hall Of Champions Museum	52,760
NCAA® HQ	
White River State Park's Visitor's Center	36,199
Segway of Indiana, LLC	2,517
The WISHARD Growing Places Indy Slow Food Garden	600
Victory Field (Indianapolis Indians Baseball)	611,000
Events (WRSP)	365,574
Tours (WRSP)	50
Volunteers	250
National Institute for Fitness & Sport	251,998
Events at Attractions (Special Events, Rentals, Etc.)	267,212
WRSP Social Media Check-INS (Facebook, Foursquare, etc.)	10,625
TOTALS	3,209,372

(3) OPERATING THE IMAX® THEATER

The IMAX® Corporation continues to manage the Theater for White River State Park. They have reduced operating costs significantly, largely due to the sharing of film prints between theaters and staff reductions.

Until 2006/2007, the IMAX® Theater in White River State Park was the only IMAX® Theater in Central Indiana. IMAX® Corporation entered into leases with private companies to construct and run three (3) new IMAX® Theaters outside of the Indianapolis downtown area. These new theaters are smaller but able to offer Hollywood produced films beginning the first day of release. In nearly all cases, the IMAX® Theater in White River State Park has been blocked from offering day/date launches of these same films.



(4) MARKETING THE PARK

We have created the White River State Park Marketing Cooperative. All of the attractions contribute money and work together to create marketing campaigns to encourage people to perceive WRSP as a destination and to drive attendance. In the past, individual attractions were recognized without any synergy of the entire Park. Since 2004, the Cooperative has collected funds from all Park venues for marketing campaigns. We have leveraged these funds into earned media coverage.

In late August 2004, a Park Pass package was introduced that enables people to visit all Park attractions at discounted prices throughout the year.

Also since 2005, and largely ramped up since 2007, the Park has been active in engaged outreach through technology (monthly E-News, social media, website upgrades, etc.) as well as participating in the Governor's Summer Internship Program with 2 – 6 Interns during peak seasons promoting the Park, attractions, and Indiana Hospitality and Tourism businesses at community businesses, concerts, events, fairs, farmer's markets, festivals, tours, etc. – both externally and internally.

The Park has also partnered with the recently built and opened Marriott Place hotels located in the middle of the Park and the Marriott Indianapolis Downtown to sell specialty admission packages. By booking a room with one of these premiere properties, visitors have two (2) great options to visit our attractions. The Gardens & Galleries vouchers (GG: includes admissions into White River Gardens and Indianapolis Zoo | Indiana State Museum | Eiteljorg Museum of American Indians & Western Art) and Lights, Legends, & Lions vouchers (LLL: includes admissions

into IMAX® Theater | NCAA® Hall of Champions | Indianapolis Zoo and White River Gardens) are inclusive of selected hotel room specials. This partnership has been well received by the hotels and visitors alike. The Park plans to market and sell more of GG and LLL vouchers to other hotel properties and businesses in downtown Indianapolis as well as in Central Indiana.

(5) OPERATING UNDERGROUND GARAGE AND TWO SURFACE LOTS

Several of the Park tenants are entitled to spaces in the 800-space underground Parking Garage. In addition, there are spaces available for the Park to sell.

The Park sells spaces in the 200-space outdoor South Parking Lot too. In June 2008, a new collection system was installed in the South Lot. In addition, the Park sells parking in the lot north of Ohio Street between Capitol and Senate for Colts games and other large downtown events.

Presently complete parking operations are managed by Central Parking Systems, Inc. The Park plans to upgrade parking operations that includes a fully automated collection system in the Garage. This will create a 24/7 revenue generator. Also the plan is to review and rebid the parking management agreement for best customer service (public interaction), management, awareness and marketing, revenue, and technology opportunities for the Park.

(6) PARK MAINTENANCE

Park staff members are responsible for trash and debris pickup, lawn care, snow plowing, landscaping, tree care, flower planting, railing painting, and maintenance of over 200 Park lights and equipment. We maintain and repair the areas listed on the chart below (asterisk denotes additions since January of 1997):

	One acre lot on the west side of White River Parkway
	Historic Military Park and interior & exterior of Historic Shelterhouse
*	Historic Central Canal west of West Street (excluding Medal of Honor Memorial)
*	Land surrounding the Indiana State Museum (not including gardens)
*	Celebration Plaza (lawn between NCAA® and Historic Pumphouse)
	Interior and exterior of Historic Pumphouse and surrounding lawns
*	Exteriors of the following buildings: NCAA®, NCAA® Hall of Champions, National Federation of State High School Associations
*	Historic Old Washington Street Pedestrian Bridge
*	West side of the river south of the Historic Old Washington Street Pedestrian Bridge between the river and the White River Gardens
	White River Promenade – North of Historic Old Washington Street Pedestrian Bridge (West side of White River)
*	Grassy bank of the White River from the White River Promenade north to the New York Street bridge
*	South Parking Lot across Washington Street from Victory Field
	Grass, trees and lights along West Washington Street from West Street to White River Parkway (except for the Zoo property)

*	Both sides of river from West Washington Street to New York Street
*	The Governor's Lawn (now The Farm Bureau Insurance Lawn at White River State Park)
*	Interior and exterior of Dr. Frank P. Lloyd, Sr. Visitor's Center

(7) CONCERT SERIES ON THE LAWN AND EVENT MANAGEMENT

In the fall of 2003, the Commission authorized an arrangement with Clear Channel Communications (now Live Nation) to stage concerts at The Governor's Lawn (now The Farm Bureau Insurance Lawn at White River State Park) and to schedule all public and private events in the Park.

2004	2005	2006	2007	2008	2009	2010	2011
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Concerts	8	3	11	11	9	10	9	12
Events	47	61	87	90	96	97	95	87
Total Net Revenue	\$45,000	\$69,969	\$94,935	\$257,120	\$243,088	\$301,972	\$174,782	\$311,247

WRSP Staff assist with all public and private Park events throughout the year. Internal staff event planning and execution expertise is utilized, to some degree, by all events and organizers. The Maintenance Staff supervises the load-in, set-up, operation, tear down and load-out of all events and festivals. This helps to preserve the condition of the Park.

Awards & Honors

Over the years, White River State Park has won a number of awards and honors for the design and operation of the Park. Awards and honors listed below were given to White River State Park or Capital City Landing unless otherwise noted. Capital City Landing is the Army Corps of Engineer's working title for the development of White River State Park.

- 2006 - Boston Society of Landscape Architects: Award of Excellence for Design | Waterfront Design for the Indianapolis Riverfront
- 2007 - The Society of American Travel Writers: Phoenix Award for Conservation and Preservation
- Indiana Ready Mixed Concrete Association: Concrete Achievement Award for Excellence in Concrete Construction for the NIFS BikePort at White River State Park
- American Council of Engineering Companies: Engineering Excellence Merit Award for Military Park's Historic Shelter House at White River State Park
- Pollstar Magazine: Top 100 Outdoor Music Venues in the World | The Lawn at White River State Park
- 2008 - The Arts Council: Artful Impact Arti Award | The FREE Family Arts Series
- The Friends of the White River: Expanding Opportunities Award

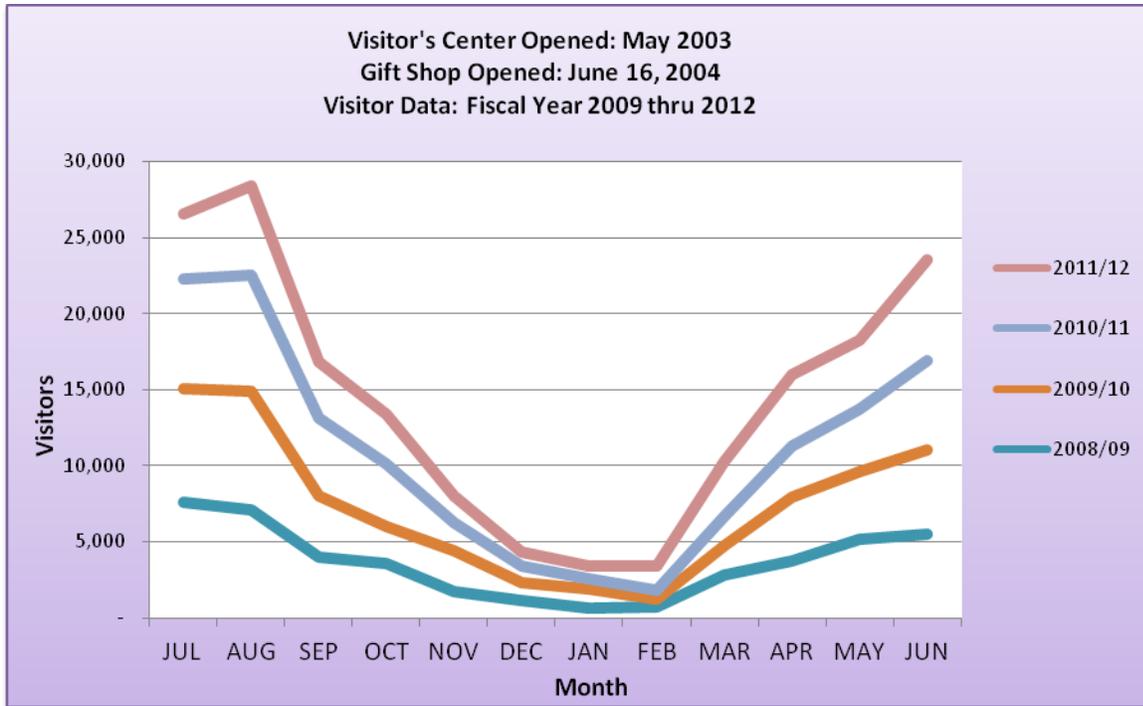
- Pollstar Magazine: Top 100 Outdoor Music Venues in the World | The Lawn at White River State Park
 - NUVO Magazine: Best Music Venue | The Lawn at White River State Park
 - 500 Festival: 50th Anniversary Legacy Art Project | The Tent at White River State Park
- 2009
- Pollstar Magazine: Top 100 Outdoor Music Venues in the World | The Lawn at White River State Park
 - A Monumental Affair: Merit Award / Public Art | Sculptures In The Park
 - NUVO Magazine: Best Indy Park
 - RTV-6 IndyChannel A-List: Top 5 Best Live Music Venue | The Lawn at White River State Park
- 2010
- Pollstar Magazine: Top 100 Outdoor Music Venues in the World | The Lawn at White River State Park
 - NUVO Magazine: Best Public Park | Downtown Canal / White River State Park
 - RTV-6 IndyChannel A-List: Top 4 Best Live Music Venue | The Lawn at White River State Park
- 2011
- Pollstar Magazine: Top 100 Outdoor Music Venues in the World | The Lawn at White River State Park
 - NUVO Magazine: Best Local Public Park | White River State Park
 - RTV-6 IndyChannel A-List: Top 3 Best Live Music Venue | The Lawn at White River State Park
 - Million Dollar Road Trip: Inspiration Grant Winner | Growing Places Indy (The Wishard Growing Places Indy Slow Food Garden at White River State Park)

Plans for the Biennium

We will continue the activities described above and focus additional energy on the following:

Visitor's Center and Gift Shop

WRSP will continue to operate this small enterprise. Since the city of Indianapolis closed their official visitor center due to a lack of funding, our destination has become the de-facto resource for visitor information. The Park plans to showcase Indiana artisans, drinks, foods, and more to further promote the *Support Local* (Hoosier) movement.



Accomplishments (last 2 years)

Events

From 2008 through 2010, WRSP was wholly responsible for producing The FREE Family Arts Series (FREE FAS) in Celebration Plaza Amphitheater. The purpose of this series was supporting our local performing arts institutions, bringing them new audiences, and exposing underserved populations to the arts.

Each spring through fall, six to eight performances were staged. Performers have included: The Heartland Actors' Repertory Theatre (HART), Dance Kaleidoscope, Tom Chapin, Rob Dixon, Jasmine (Disney's Next Big Thing Winner), Bill Harley, Orkestra Projekt, Cathy Morris, Indianapolis Children's Choir, Asanti Children's Theater, Indianapolis Chamber Orchestra, The Quebe Sisters, Indianapolis Opera, Orquesta Bravo, and many others.

The series was fully funded by generous grants from the Allen Whitehall Clowes Foundation and The Lilly Endowment. The series took a year off in 2011 due to the lack of funding and grants.

To maintain the momentum and popularity of the FREE FAS, the Park along with HART refocused efforts to secure funding for a revised version of the series in 2012 that includes a weekend of **FREE Shakespeare on the Canal in White River State Park**. The Park along with HART plan to access funding and grants each year to fund performances and offer one-of-a-kind experiences for the public and underserved population.

In August of 2010, WRSP partnered with the Indiana Department of Agriculture to produce the first annual **Dig IN: A Taste of Indiana**. This festival (developed during 2007 – 2009) showcased the outstanding Hoosier: artisans, chefs, produce, meat, fish, specialty food, craft beer, and wine.

Unique elements include the pairing of artisans, top chefs, and farmers from around the State. The chefs created dishes from the farmers' products for attendees to taste. Presentations on topics ranging from ice cream making to sustainable agricultural practices to wine tasting were discussed.

Because of continued successes through 2012, festival organizers, the Park, and other partners look forward to promote Indiana agricultural and hospitality businesses and further enhance the *Support Local* (drink and eat local Hoosier) movement as well as the increased popularity of craft beers, foodies, and wine enthusiasts.

In April 2010, WRSP became home to the **Earth Day Indiana Festival**. The 2012 festival was the biggest yet, in its 22 year history, with more than 140 environmental and conservation exhibits, great music, good food, and special activities for kids in five action packed hours. This free event takes place under large tents and is packed with many giveaways, great treats, and stewardship programming activities rain or shine.

Another Indiana summer tradition moved to WRSP in June 2010, WFYI's **Let's Meet PBS Kids in the Park**. Let's Meet PBS KIDS in the Park unites children and parents face to face with cuddly and colorful characters that are admired and most loved on PBS. The free celebration features an all-star entertainment lineup on three distinct stages, plus engaging activity booths, bounce houses, walk around characters from the most popular *PBS KIDS* programs, a food court, and much more.

Awareness

The Park Staff is focused on building the awareness of all that White River State Park offers. This is a multi-faceted destination made up of many world-class attractions and experiences. The Park motto "*more to do than you ever knew*" and successive marketing campaigns revolve around the broad range of attractions, events, and experiences at the Park.

Also WRSP has increased the number of concerts and/or events in an effort to draw more visitors.

The efforts of Park interns and staff to engage the community through external and internal events, tours, and the immediacy of using technologies (monthly E-

News, social media, website upgrades, etc.) are marquee outreach opportunities to share the WRSP's mission.

Ultimately to appreciate this unique destination, one should visit in person.

Challenges (last two years)

IMAX® Theater

Located in the Indiana State Museum (ISM), the IMAX® Theater continues to operate at a loss. Successful IMAX® theaters around the country benefit from some or all of the following: a high-traffic host facility which feeds attendees, day/date launch availability of major studio films, and/or a monopoly position as the only IMAX® in the market area. This theater has none of the above to assist with financial improvements. The low attendance of the ISM is well known and documented. The multi-plex theater operator at the Circle Centre Mall has succeeded in convincing major studios to block our IMAX® Theater from receiving day/date releases. Furthermore, IMAX® has opened competing IMAX® theaters in Northwest Indianapolis, suburban Noblesville, and the south side of Indianapolis (just 5 – 10 minutes north of Greenwood). With all these factors, combined with the current economic downturn, the IMAX® Theater inside the ISM is presently losing an average of \$16,000 each month. We have cut theater expenses to the maximum and are currently negotiating with IMAX® Corporation to reduce the management fee and system royalty fee.

Maintenance

Two (2) major repair and maintenance challenges are on the horizon during the next biennium.

The Historic Pumphouse has not been renovated for more than 30 years and is in need of some repair. There is a need for tuck pointing, resealing of the structure, and a need for a new roof.

The huge retaining wall along the east side of White River on the southern end of the Park appears to be slowly shifting. An engineering firm has been hired to monitor the movements, investigate the causes, and recommend solutions. It is too early to estimate any costs for repairs, some of which may be shared with the U.S. Army Corps of Engineers. This is an ongoing study and will be monitored for several years.

Program Elimination or Reduction

White River State Park operates in a very efficient manner. We constantly monitor the effectiveness of our programs. We do not anticipate eliminating or reducing any at this time.

PERFORMANCE MEASURES AND GOALS

The specific performance measures and goals for the new biennium include the following:

- KPI1 – Net operating income (from non-restricted funds) before IMAX®
- KPI2 – Net operating income (from non-restricted funds) after IMAX®
- Metric 1 – Attendance at Park venues and events
- Metric 2 – Number of events
- Metric 3 – Customer satisfaction survey rating (percent satisfactory or higher)

If requested, examples of these documentations are available via separate attachments and will be sent to both the Budget Agency and Department of Government Efficiency and Financial Planning.

ORGANIZATIONAL CHART

